

MISSION

Waterside School is a co-educational PK-5th Grade independent school serving children and families regardless of limitations in income or circumstance. The School attracts and inspires students of academic promise and families deeply invested in their children's success.

The School works to instill in its students a belief in their own worth, to cultivate in each a commitment to academic excellence and to ensure the fullest development of every child's character. Through a rigorous program of study and experience, the School empowers its students with the knowledge, skills and virtues required to enable them to excel as students, to gain access to superior academic opportunities and to go forward to become the leaders of tomorrow.

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FROM THE FOUNDER

Growing up in the Midwest in the 1960's attending public school, I lived the promise of a good public education for all – the foundation of social mobility within the United States and perhaps our greatest strength. Nearly twenty-five years ago though, I began to see a rising gap between the education my children were receiving and that provided to the children of families without advantage – the reality of education was diverging from the implicit promise. From this gap grew a dream to, in some small measure, restore the promise of quality education open to all.

Waterside opened its doors September 10th, 2001, not yet fully formed but holding promise, more an experiment than a school, more an intention than an outcome and more a dream than a reality. Dream-makers were the missing ingredient. Enter Duncan Edwards two years into the journey and Jody Visage shortly thereafter. In meeting and subsequently working with Duncan and Jody, I saw persons of intelligence, skill, integrity, drive and commitment, all key elements of someone to lead a school, any school.

Yet Waterside was not supposed to be just any school, but rather a most special school where any child with commitment, drive and perseverance could board the escalator of opportunity, restoring the American promise to at least a few. What I had not seen at the beginning was that Duncan, beyond being a proven leader, sharpening the vision, attracting talent, and setting impossible standards, was that unique dream maker. Over the years, Duncan with Jody and, now with Jamel, has made a dream come true. You feel it walking through the halls; in the children's commitment "to work hard, be kind, and respect learning"; in the dedication of the teachers; and, most of all, in the eyes of the parents looking on with pride, love and support. Waterside is that special place where any child can acquire the strong foundation on which to build their individual American dream, a testament to people's drive to succeed and the magic of many in turning the wildest of dreams into an inspiring reality.

Words come easily in describing what Waterside is. Feeling pride and awe in the accomplishments of our students, whether they are working at Google and Slack, doing incredible research for their professors at great schools, or working hard as standouts in their middle and upper schools, also comes naturally. What does not is the hard work and dedication of parents, teachers, students and the rest of the Waterside family who together create the success of our students and alumni each and every day, an affirmation of this vision and faith and a small realization of a nation's larger promise.

Clearly, Waterside was not built by just by a small group of people. Many have helped to make it happen beyond those directly connected with the school. Perhaps, at the top of the list should be those who, without regard to gain or acknowledgement, gave so that the promise would be open to all. Our donors, each and every one, made all this possible. In a sense, our donors and all those that do the hard work day in and day out have turned this school into a highly effective dream machine where anyone can come, work hard and create the foundation to fulfill their own dreams.

Caph

FROM THE EXECUTIVE DIRECTOR

With the concept of "annual" conveniently redefined, the School is proud to present its 2018 Annual Report detailing the accomplishments of the last two academic years. Simple in format, the report helps to detail a success anything but. Though the following pages focus primarily on the business side of the enterprise, there are sufficient faces, smiles, events and moments that speak to the human dimension of it all and shed light on the very heart and spirit of the School itself. None of which is outlined on the pages to follow has been easy; none of it was ever certain to be – all of it though has been genuine, generous and good.

From a financial perspective, the years framed have left the School in its strongest position to date and, understandably, indebted to those who have made that possible. In fiscal highlight, the School's Annual Fund topped \$4MM for the fourth consecutive year – a remarkable accomplishment for any school, nothing short of a miracle for this one. Within that miracle, as many backstories as gifts – the full participation from faculty and staff; the same from a parent body that gives its all; gifts in celebration; in recognition and appreciation; in honor of those loved and respected – all given in full belief of the School's enduring commitment to the most American of ideals. Together, all leave little doubt that this school has been blessed.

On the endowment front, though invested in conservative fashion, positive performance (+7.9% for fiscal 2016-17; +7.5% for fiscal 2017-18) and new contributions allowed the endowment to grow from \$18.1MM at the close of fiscal 2015-16 to its current level of \$29.2MM – an accomplishment as impressive as it will prove important. The School's recast goal of \$50MM, once more dream than reasonably defined endpoint, is certain to be met and, in time, will help to ensure the School's strength and permanence.

The above acknowledged, beyond the numbers, the lists of names and the various metrics of success, it is the moments portrayed in the pages to follow that tell the fuller story – the evening that celebrated the work of the angel who built this school and filled it with love; the morning a community gathered to honor a life far too short but one lived fully, generously and well; and the days when the School's graduates revealed their next destinations in chase of their dreams and in fulfillment of those of their families – in each of those moments evidenced were the beauty of the undertaking, the power of possibility and the wisdom of every investment made.

Looking ahead, the work will get no easier and similar success will demand more of the same but the rewards will only grow in number, in scale and in return. With this report we take rare and welcome pause from the work to count our many blessings; to recommit to both the mission and the ideals underlying; and to invite your continued investment in ensuring the children of Waterside have every opportunity to grow into young men and women of purpose and promise. On behalf of all those a part of the School, I thank you for your interest, for your generous belief, for your understanding and, not at all overstated, for your efforts to make ours a better and fairer world.





FROM THE HEAD OF SCHOOL

Coming to Waterside School was a decision that has shaped and defined more than simply my working life. On my first visit to the School, it was abundantly clear to me that this was the school that I had to be a part of. During my fourteen years at Waterside, I have watched young children grow into fine young adults, many of whom are now college graduates. I have partnered with parents who return often to talk about what the School means to them and how it has forever changed not only their children's lives but their family's lives as well. And I have had the privilege of working alongside a faculty like no other.

In the work, we honor our students by holding them to the highest standards, believing in them and instilling in them a sense of worth and confidence. As we teach the lessons of honesty and integrity, they learn that the truth matters and that there are no shortcuts to success; as we teach gratitude and humility, they learn about the sacrifices made by their parents and their teachers; as we respect them, they learn to have the greatest respect for themselves and their God-given talents; and as we invest fully in them, every child comes to understand that they are both worthy and deserving of such attention.

As I reflect back on my time at the School, little did I know that there would be two meetings within the span of one week that would forever change my life – a conversation with Jody Visage and, soon after, a meeting with Duncan Edwards. They would be the first of countless meetings we would have over the years to come. Their shared dream to develop a school of the highest standard and quality; their deep belief in the very worth of the children we serve; and their relentless pursuit to ensure that the dream of Waterside School would live on forever – all continue to inspire me. Together they have set the standard and the example as to how to approach this work with love, courage, patience, humility and the utmost respect and care to every interaction regardless of how big or small. As I have transitioned from one role to another; from my former office to what, to me, will always be Jody's, I am reminded by a quote left behind, "Only those who can see the invisible can do the impossible." It is the reminder I now take to heart daily.

Now living my dream as the Head of Waterside School, I am fiercely proud of all that has been accomplished and, honestly, proudest of all of what we are destined to accomplish. Our work here is never finished and new challenges will always arise, but in this moment and as it will be with every other, I feel amazingly blessed by the opportunity and honored by the responsibility. I thank you for your unwavering support of our School and look forward to all we will be able to achieve together.

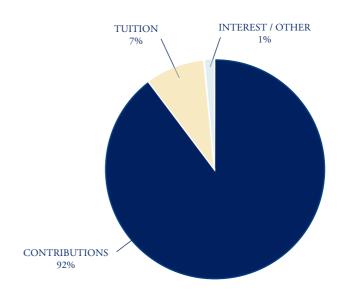
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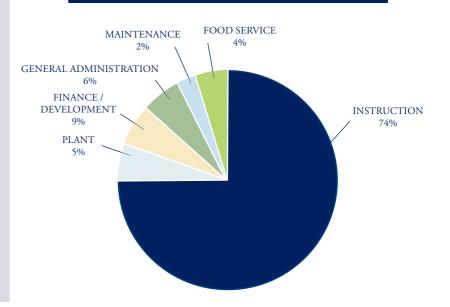
STATEMENT OF REVENUES AND EXPENSES UNRESTRICTED FUNDS FOR THE YEAR ENDED JUNE 30, 2018 (UNAUDITED)

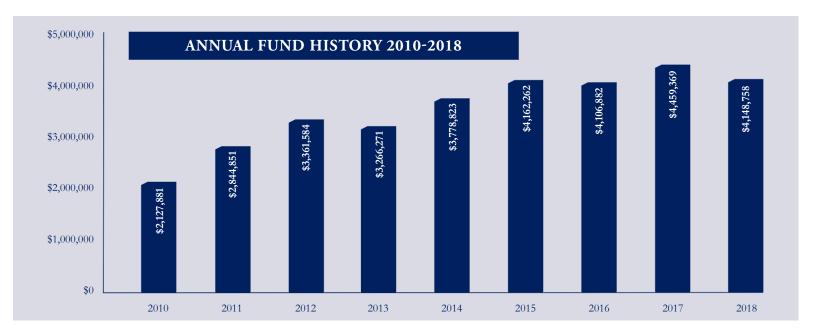
Tuition	\$ 315,000
Contributions	3,296,447
Interest / Endowment Income / Other	65,969
Total Revenue	\$3,677,416
Expenses	
Instructional	
Salaries / Benefits	\$2,407,073
Program Expense	168,940
Other Instructional	141,699
Total Instructional	\$2,717,712
Administrative	
Finance / Development	\$ 315,889
Food Service	148,997
Maintenance	70,024
General Administration	210,299
Total Administrative	\$ 745,209
Plant / General Operating	\$ 170,702
Total Expenses	\$3,633,623
Total Revenues	\$3,677,416
Operational Surplus / (Deficit)	\$ 43,793

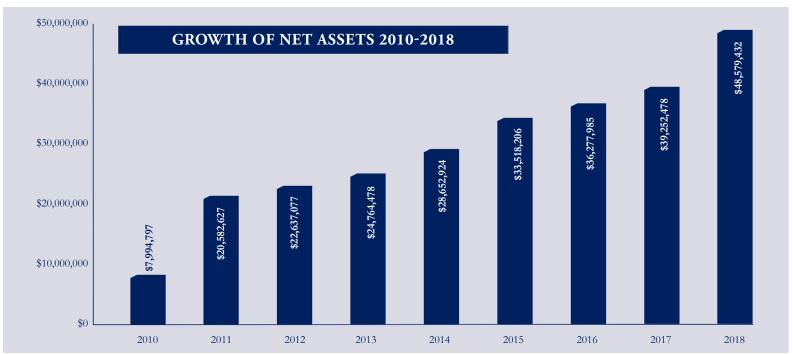
OPERATING REVENUES 2017-2018



OPERATING EXPENDITURES 2017-2018





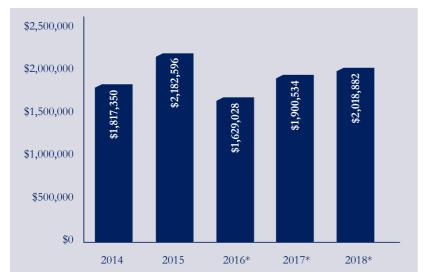


DIRECT FINANCIAL SUPPORT 2016-2018

2016-2017		
Annual Fund		
Gifts for operating support	\$ 3,275,648	
Gifts directed to endowment / reserves	\$ 1,183,722	
Total Annual Fund	\$4,459,370	
Endowment Contributions	\$ 1,768,000	
Golf For Waterside	\$ 673,771	
Total Support	\$ 6,901,141	

OPERATING RESERVE

Since 2011, the School has maintained an operating reserve as a safeguard against any shortfall in contributions. At the start of each fiscal year, the Board sets the reserve at a level of 50% of the coming year's budgeted expenses. To date, that target has provided the security intended and, in positive sign, the School has yet to have drawn from the reserve in support of operations.

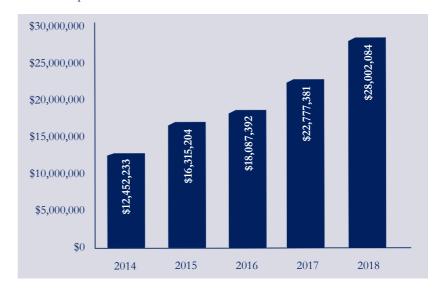


^{*} During fiscal 2015-16, 2016-17 and 2017-18 transfers from operations and the School's operating reserve were made to endowment.

2017-2018	
Annual Fund	
Gifts for operating support	\$ 3,296,447
Gifts directed to endowment / reserves	\$ 852,311
Total Annual Fund	\$4,148,758
Endowment Contributions	\$ 1,121,299
Jody Visage Scholarship Fund	\$ 1,649,605
Total Support	\$6,919,662

ENDOWMENT

Initiated at the completion of the School's construction (2011), the endowment has grown steadily since. Free of the burden of debt, the figures below reflect the value of the School's net endowment. The immediate goal for the Endowment is \$50MM - a measure that will help to ensure the School's permanence and allow it to operate with certainty and without compromise.





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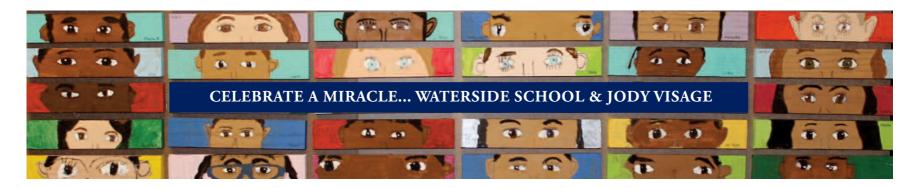
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On Friday, April 27th, 2018 Waterside hosted "Celebrate a Miracle," an evening which honored its beloved Head of School, Ms. Jody Visage, and celebrated all that she has done for and meant to so many over her fourteen years of leadership of the School. With the School's gym transformed, over 400 guests gathered to recognize Ms. Visage's years of service, her love of the School's children and her vision and courage in ensuring this dream found form. With the gym overflowing with donors, friends, faculty, alumni and their families, Jessica Johnson '07 and Lexie DuPree '10, spoke about the tremendous impact Ms. Visage has had both on their education and their lives. In highlight, the School's Class of '18 sang "For Good," a most fitting selection for the evening as well as Ms. Visage's favorite song.

Ms. Visage spoke to the guests and, in referencing the song's refrain ("I have been changed for the better...and because I knew you I have been changed for good"), shared that although she knew the song was dedicated to her, she was the one who had been changed by the children of Waterside. The evening was a true celebration of the miracle that is Waterside School and, in gratitude and respect, \$1.65 million was raised to establish the Jody Visage Scholarship Fund. Indeed, a miracle and one in honor of the truest and finest of souls.



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RUN FOR WATERSIDE 2018 - IN MEMORY OF JEFFERY HAMMOND LONG

Saturday, October 20th 2018 marked the recurrence of a Waterside fall tradition: the annual Run for Waterside. This year, the race was especially meaningful, as it was held in honor of one of Waterside's beloved associate board members: Jeffrey Hammond Long. Though lost well before his time, Jeff was the finest of men; a devoted son; a loving husband; the truest of friends; and a driving force behind the creation of the event itself. Over a thousand people ran, walked, cheered and, on occasion, cried as the full school community celebrated a life well lived and an example to be forever cherished.

The 2018 Run for Waterside raised over \$500,000 to create the Jeffrey Hammond Long Scholarship Fund – a fitting tribute to the most giving of men and the absolute finest of souls. Beyond the number of supporters and dollars raised, it was the spirit of the morning and the memories shared that best defined the day's success. While the day was bittersweet for those that knew and loved Jeff, the event truly reflected the joy, kindness and sheer goodness that defined him. Waterside will never forget all that he was and all that he meant to so many.

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GOLF FOR WATERSIDE MAY 11, 2017



Though those pictured did not actually participate, they certainly benefited from the persons who did and those in support. On May 11th, 2017, sixteen golfers teed it up at Winged Foot for the finest of causes. The reward for the four hours of athletic mediocrity - an afternoon well spent and over \$650K raised for the School's endowment. The School is indebted to all those listed the day was a most generous success.

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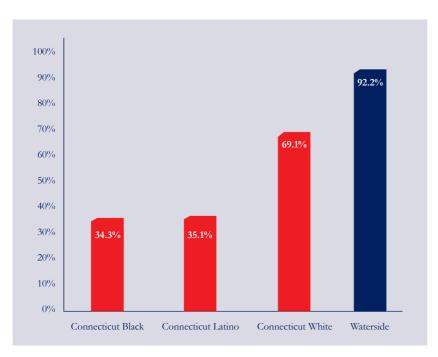
ACADEMIC ACHIEVEMENT - 2017-2018

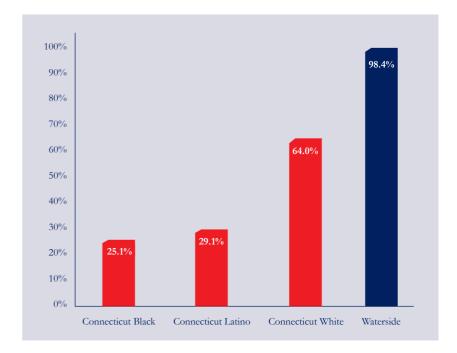
In the 2017-18 academic year, Waterside students again demonstrated high academic performance across disciplines, an accomplishment best represented when viewed in direct comparison with student performance in Connecticut's public schools. As shown in the graphs below, Waterside students in grades 3 through 5 measurably outperformed their counterparts of similar racial background. More impressive, the School also managed to reverse the longstanding "achievement gap", with Waterside students outperforming white students in Connecticut schools – a cohort of children often cited as amongst the highest performing in the nation.

By maintaining the highest quality of educational programming, surrounding its students with an exceptional faculty and availing of a longer school day / year, the School has been able to inspire superior academic achievement in its students and provide clear proof of what all students can achieve when given proper opportunity, program and standard. In result, on the following page are the schools to which the last two classes of Waterside graduates have earned admission and scholarships – life-changing opportunities hard and honestly earned.

Percent Waterside 3rd-5th Graders Reading at or above Grade Level
Compared to Connecticut 3rd-5th Graders
Reading at or above Grade Level
in 2017-18

Percent Waterside 3rd-5th Graders Performing at or above Grade Level in Math Compared to Connecticut 3rd-5th Graders Performing at or above Grade Level in Math in 2017-2018





SCHOOL PLACEMENT

WATERSIDE SCHOOL CLASS OF 2017

Olivia Borsey	Stanwich School	Farrell Nivrose	Whitby School
Starr Boursiquot**	Sacred Heart	Camila Oliva	Sacred Heart
Sofia Casteneda	Rye Country Day School	Steve Paul	Greenwich Country Day School
Isabelle Dioquino	Greenwich Academy	Nailah Profit	St. Luke's School
Kyle Dixon**	Pine School (FL)	Alyssa Roberson**	Unquowa School
Miguel Dominguez**	Windward School	Celine Silvera	Greenwich Country Day School
MiKayla DuPree	Stanwich School	Julia Sliwinska	New Canaan Country School
Demetrius Farias	Greenwich Country Day School	Daniel St. Louis	Greenwich Country Day School
Ceanna Hidalgo	Rippowam Cisqua School	Juliana Zahorjan**	Rippowam Cisqua School
Luke James	Brunswick School	** Class of 2018 Early Acceptance	

WATERSIDE SCHOOL CLASS OF 2018

Sofia Acosta-Ramos	King School	Daniela Lujan	Unquowa School
Latanielle Augustin	St. Luke's School	Inacio Miranda	Brunswick School
Camilla Benner	Greens Farms Academy	Jakari Morgan	King School
Zoe Brown	Sacred Heart	Isabella Persadsingh	Eagle Hill School
Faith Creary	St. Luke's School	Kayla Sanon**	New Canaan Country School
Lester Gadson	Mead School	Alex Thiersaint	New Canaan Country School
Alyssa Galotti	Sacred Heart	Matias Ulloa**	Eagle Hill School
Christian Gonzalez	King School	Alanna Watson	St. Luke's School
Luis Gutierrez	Rippowam Cisqua School	Shamar Williams	Rye Country Day School
Gael Hernandez	Greenwich Country Day School	Symone Williams	Mead School
Ghazanfar Kiani	Greens Farms Academy	** Class of 2019 Early Acceptance	

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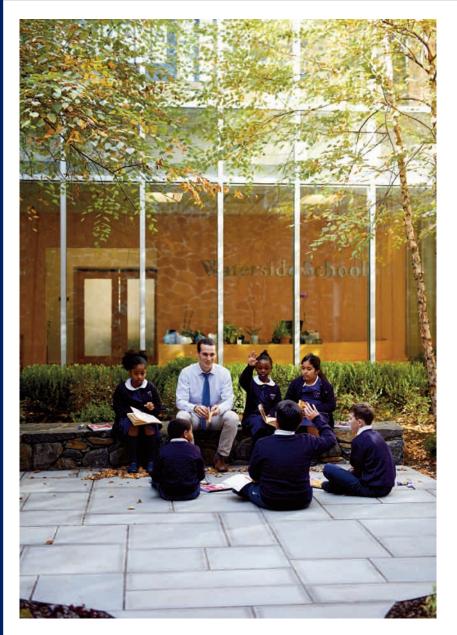
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WAYS TO GIVE

As Waterside families pay only as they can afford, tuition accounts for only 7% of the School's operating revenue. All other funding comes from generous individuals, foundations and corporations. If you are interested in supporting the students of Waterside and the mission of the School, there are a number of ways to give.

GIFTS OF CASH

Please make your checks payable to **Waterside School** and use the enclosed donation envelope or send directly to Waterside School, 770 Pacific Street, Stamford, CT 06902. You may also make your gift online at **www.watersideschool.org**

SECURITIES

Gifts of appreciated securities may offer significant advantage to the donor and are simple to arrange. Credit is given and a tax deduction is allowable for the value of the mean of the high and low of the stock on the day of transfer of the securities. For more information on how to arrange a transfer, please contact the Development Office at 203 975 8910 x301. Stock transfer information can and will be mailed, emailed or faxed directly to the donor.

MATCHING GIFTS

Many companies will match contributions made by an employee (and those of their spouse). Please inquire whether your employer has such a program and, if so, obtain the proper forms and forward to the School. The donor receives credit for both the original gift and the amount of the match. For more information, feel free to contact the Development Office.

PLANNED GIFTS AND BEQUESTS

Planned gifts and bequests can provide significant gift and estate tax savings, increase the donor's annual income and increase the possibilities for the effective distribution of assets. For more information on Planned Giving, please contact the Development Office.

WE ARE GRATEFUL FOR THE PHOTOGRAPHIC TALENTS OF CHICHI UBINA, STEPHANIE HAIG AND SUE ARMERO.

WATERSIDE SCHOOL

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